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22 January 1952

MEMORANDUM FOR: Director, Central Intelligence

FROM : Chairman, Career Service Committee

SUBJECT : Progress Report

1. The Problem: Organization and Procedure (see Tab A)

The Career Service Committee was charged with submitting to you a plan for a Career Service. Six Working Groups were organized and each was assigned a series of problems. The Working Group on Selection Criteria and the Working Group on Employee Rating have completed their assignments (see Tabs C, D and G) and are making their final reports. A new Working Group is being organized, replacing these two, which will develop the next phase of the planning. It will be expected to complete its assignment in February. The Working Group on Career Benefits is expected to complete in February that part of its assignment which does not require legislation (see Tab E). The Working Groups on Trainees, Extension Training and Rotation (see Tab F) are expected to complete their assignments and make their final reports in February.

2. The Career Service Policy (see Tab B)

The Committee firmly believes that the policy underlying the establishment of a Career Service in the Central Intelligence Agency must be announced by the Director. It also must receive wholehearted and active support of all executive and supervisory personnel. The Committee has drafted a proposed statement of policy (see Tab B) which would be signed by the DCI and distributed to all Agency personnel. This policy offers a Personnel Program and a Development Program within the framework of a Career Service in CIA. It is designed to banish from the individual's mind the fear that the Career Service Program is a scheme for creating an "elite corps". The issuance of such a statement would mark the beginning of the Career Service Program.

3. The Development Program (see Tab C)

Eligibility for participation in the Development Program of the Career Service Program is based on two fundamental conditions:

- a. The individual must declare his intent, to the best of his ability, to make a career of employment with CIA.
- b. He must have proved his ability and have this certified by his Office.

The Career Service Boards (see below) will determine the development program for each participant, basing it on the needs of the Agency and on the potentiality of the individual.

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4. Employee Evaluation (see Tab D)

Systematic evaluation is a valuable means of insuring good work relations, better performance, lower turnover. It is also the first orderly step in selecting certain persons for advancement or development. It is the cornerstone on which a Career Service can be built. The proposed Personnel Evaluation Report is also designed to permit more advanced techniques of selection to be applied for special purposes.

5. Career Benefits (see Tab E)

Three types of benefits, not now available, can be instituted by the DCI under existing authority. Others would require legislative action. It is recognized as a practical matter that, while there are many intangibles, career benefits provided by the Agency are important factors that induce large numbers of persons to decide to make a career of employment in CIA.

6. Rotation (see Tab F)

7. The Career Service Boards (see Tab G)

In view of the compartmentalization required in CIA on a "need-to-know" basis, and the high degree of specialization that is required in the several Offices in order that they may discharge their missions, decentralization in the operation of the Career Service Program is essential. The CIA Career Service Board, at the DCI level, will determine policy on behalf of the DCI, continuously review the actions of the lower boards, and recommend to the DCI specific action with respect to an individual only when the interests of CIA as a whole clearly transcend the more restricted interests of the Office concerned.

8. Implementation of the Career Service Program (see Tab H)

It is believed that the first steps in the Career Service Program can be announced and put into effect on the first of March.

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Chairman, Career Service Committee

Attachments:

- Tab A: Organization and Procedure
- Tab B: The Career Service Policy
- Tab C: The Development Program
- Tab D: Employee Evaluation
- Tab E: Career Benefits
- Tab F: Rotation
- Tab G: The Career Service Boards
- Tab H: Implementation of the Career Service Program